UCS Strategic Plan – AY23/24

MISSION
To assist students and alumni in choosing careers, obtaining career-related work experiences while in school, developing job search skills, and securing employment or admission to graduate or professional school.

VISION
To be an expert career services office providing innovative and comprehensive career development services and resources to students and alumni that integrate their academic and campus community experiences in support of attaining their career and life goals.

VALUES
- **Ethics –** Create an environment of mutual respect, openness, and truthfulness while balancing the needs of those affected by our actions, and abide by the highest standards of our profession.
- **Collaboration –** Partner with stakeholders internal and external to the University to enhance and support student achievement.
- **Community -** Commit to working with diverse populations while supporting the interests of all individuals.
- **Stewardship –** Manage resources responsibly and creatively to benefit present and future stakeholders.
- **Data Driven** – Engage in recommended assessment practices and make data-informed decisions.
- **Innovation** – Continually improve programs and service delivery through technology, resources, and staff development.

UCS STRATEGIC PRIORITIES
- **Student Success:** Provide programming and resources that promote engagement, retention, graduation, and positive post-graduate career outcomes.
- **Partnerships:** Build positive relationships across Student Affairs departments and the campus community to educate, engage, and empower stakeholders.
- **Staff Development:** Provide educational opportunities to foster an understanding of student career development, while advancing knowledge, experience, and implementation of best practices.
- **Revenue Generation:** Optimize fee-based activities to enhance resources for programs and services.

UCS STRATEGIC PLANNING COMMON THREADS
- Assessment
- Diversity, Equity, and Inclusion
- Student Workers
- Campus Collaboration
- Professional Associations/Research
- Curricular Approach
- Alumni
- UNC/UCS Technology Resources

Priority 1
Student Success: Provide programming and resources that promote engagement, retention, graduation, and positive post-graduate career outcomes.

Environmental Scan	UCS created the "Four Steps to Career Success Model" to ensure its activities are all connected to the Institution's "IDEAS in Action" General Education curriculum, Student Affairs' Curricular Approach, and NACE Career Readiness Competencies. UCS will continue to follow a research-based approach when designing its programming and activities to ensure alignment with best practices and innovations published by reputable professional organizations.
Goals	1.1 Enhance self-awareness by increasing completion of Focus 2, WCIDWTM, Handshake Profile, and Heels Engage Profile. 1.2 Promote career exploration by increasing participation in programming and resources that involve internal and external partners. 1.3 Facilitate development of practical skills by increasing participation in experiential learning aligned with academic majors and career goals from a range of career paths. 1.4 Build professional brand and provide opportunities to increase participation in campus recruitment for Internships, Jobs, Entrepreneurship, and Continuing Education.
Responsibility	• University Career Services Leadership Team • University Career Services AY23/24 Individual Goals in Carolina Talent Performance • University Career Services AY23/24 Daily Operations Work and Assigned Projects
Alignment	• Carolina Next Initiative 2: Strengthen Student Success • Carolina Next Initiative 3: Enable Career Development • Student Affairs Strategic Priority 1: Center Student Learning • Student Affairs Strategic Priority 2: Promote and Advocate • Handshake Metrics that Matter Report: Student Engagement • Handshake Metrics that Matter Report: Career Readiness • Handshake Metrics that Matter Report: Social Capital • Handshake Metrics that Matter Report: Experiential Learning • NACM High-Impact Career Mobility Practices 1: Understanding Career Opportunities • NACM High-Impact Career Mobility Practices 2: Creating a Career Plan • NACM High-Impact Career Mobility Practices 3: Networking with Employers • NACM High-Impact Career Mobility Practices 4: Career-related Internships or Work • NACM High-Impact Career Mobility Practices 5: Helpful Career Advice • NACM High-Impact Career Mobility Practices 6: Learning Critical Thinking
Assessment	• Career Coaching Appointments • Career Education Workshops/Classes Attendance • On-Campus Interviews • Career and Graduate School Info Fairs Attendance • Student-Employer Career Development Connections Participation • Experiential Learning Programs Participation • Handshake Activity: Logins, Profiles with a Resume, Applications • Heels Engage Activity: Logins, Connections, Job Postings/Applications, Groups/Programs • Student Survey Satisfaction Ratings • Employment Outcomes: First Destination Survey; JLD Annual Survey; Internship Report

University Career Services

Priority 2
Partnerships: Build positive relationships across Student Affairs departments and the campus community to educate, engage, and empower stakeholders.

Environmental Scan	UCS serves all students (except MAC MBA, MD, Law, and Dental) and is a key resource for internal and external stakeholders of UNC Chapel Hill to provide career resources and programming. Strengthening existing collaborations, growing new ones, promoting its services, and expanding its "Train the Trainer" model will allow UCS to reach more stakeholders who can positively impact student career development, recruitment, and post-graduate outcomes.
Goals	2.1 Create opportunities for Student Affairs departments to collaborate on, and co-promote UCS activities. 2.2 Strengthen existing campus collaborations and grow capacity to support additional Department, Faculty, and UNC Programs with UCS programming and resources. 2.3 Prioritize UCS participation in, and support of, the Carolina Career Community (C3) to increase the number of Handshake administrator account users. 2.4 Improve collaboration and coordination between UCS Leadership and Department-based Career Offices Leadership to leverage resources that impact student success.
Responsibility	• University Career Services Leadership Team • University Career Services AY23/24 Individual Goals in Carolina Talent Performance • University Career Services AY23/24 Daily Operations Work and Assigned Projects
Alignment	• Carolina Next Initiative 1: Build Our Community Together • Student Affairs Strategic Priority 4: Develop Collaborations and Partnerships • Handshake Metrics that Matter Report: Student Engagement • Handshake Metrics that Matter Report: Career Readiness • Handshake Metrics that Matter Report: Social Capital • Handshake Metrics that Matter Report: Experiential Learning • NACM High-Impact Career Mobility Practices 1: Understanding Career Opportunities • NACM High-Impact Career Mobility Practices 2: Creating a Career Plan • NACM High-Impact Career Mobility Practices 3: Networking with Employers • NACM High-Impact Career Mobility Practices 4: Career-related Internships or Work • NACM High-Impact Career Mobility Practices 5: Helpful Career Advice • NACM High-Impact Career Mobility Practices 6: Learning Critical Thinking
Assessment	• Career Coaching Appointments • Career Education Workshops/Classes Attendance • On-Campus Interviews • Career and Graduate School Info Fairs Attendance • Student-Employer Career Development Connections Participation • Experiential Learning Programs Participation • Handshake Activity: Logins, Profiles with a Resume, Applications • Heels Engage Activity: Logins, Connections, Job Postings/Applications, Groups/Programs • Student Survey Satisfaction Ratings • Employment Outcomes: First Destination Survey; JLD Annual Survey; Internship Report

Priority 3

Staff Development: Provide educational opportunities to foster an understanding of student career development, while advancing knowledge, experience, and implementation of best practices.

Environmental Scan	Engaged and well-trained staff are essential if UCS is to achieve its mission for supporting student career development, recruitment, and post-graduate outcomes. A culture of continuous learning is key and UCS Leadership will foster that environment while advocating for the time, space, and resources it takes to ensure each staff member is developed to their maximum potential.
Goals	3.1 Build capacity of UCS staff to support Student Success through paid and unpaid professional development opportunities – both on and off campus. 3.2 Leverage All Staff and Functional Team Meetings to invite guest speakers to provide updates on best practices and technology. 3.3 Identify staff to attend the annual NACE Management Leadership Institute to prepare for future advancement in UCS, Student Affairs, and the Institution. 3.4 Promote staff retention and development through creating customized stretch assignments and developmental opportunities.
Responsibility	• University Career Services Leadership Team • University Career Services AY23/24 Individual Goals in Carolina Talent Performance • University Career Services AY23/24 Daily Operations Work and Assigned Projects
Alignment	• Carolina Next Initiative 3: Enable Career Development • Student Affairs Strategic Priority 4: Develop Collaborations and Partnerships • Handshake Metrics that Matter Report: Student Engagement • Handshake Metrics that Matter Report: Career Readiness • Handshake Metrics that Matter Report: Social Capital • Handshake Metrics that Matter Report: Experiential Learning • NACM High-Impact Career Mobility Practices 1: Understanding Career Opportunities • NACM High-Impact Career Mobility Practices 2: Creating a Career Plan • NACM High-Impact Career Mobility Practices 3: Networking with Employers • NACM High-Impact Career Mobility Practices 4: Career-related Internships or Work • NACM High-Impact Career Mobility Practices 5: Helpful Career Advice • NACM High-Impact Career Mobility Practices 6: Learning Critical Thinking
Assessment	• Career Coaching Appointments • Career Education Workshops/Classes Attendance • On-Campus Interviews • Career and Graduate School Info Fairs Attendance • Student-Employer Career Development Connections Participation • Experiential Learning Programs Participation • Handshake Activity: Logins, Profiles with a Resume, Applications • Heels Engage Activity: Logins, Connections, Job Postings/Applications, Groups/Programs • Student Survey Satisfaction Ratings • Employment Outcomes: First Destination Survey; JLD Annual Survey; Internship Report

Priority 4

Revenue Generation: Optimize fee-based activities to enhance resources for programs and services.

Environmental Scan	Financial resources allow UCS to invest in staff development, new technologies, student workers, marketing, and a number of initiatives that support student career development, recruitment, and post-graduate outcomes success. As organizations become more strategic on what campus activities they invest in, it is incumbent upon UCS to demonstrate a high "return on engagement" for the fee-based activities and programming it provides to external partners to connect with students.
Goals	4.1 Increase student participation in fairs and on-campus recruitment events by including promotional duties into all Student/External-Facing Team work. 4.2 Create new employer-involved initiatives that can be monetized after conducting pilots to validate their "return on engagement". 4.3 Negotiate best rates on individual vendor licenses and reduce multiple licenses in campus departments through enterprise licenses in UCS or the Institution. 4.4 Leverage technology platforms to process multiple forms of payment, and develop processes to ensure timely accounts receivables from recruiting organizations.
Responsibility	• University Career Services Leadership Team • University Career Services AY23/24 Individual Goals in Carolina Talent Performance • University Career Services AY23/24 Daily Operations Work and Assigned Projects
Alignment	• Carolina Next Initiative 4: Optimize Operations • Student Affairs Strategic Priority 5: Operationalize Efficiencies • Handshake Metrics that Matter Report: Student Engagement • Handshake Metrics that Matter Report: Career Readiness • Handshake Metrics that Matter Report: Social Capital • Handshake Metrics that Matter Report: Experiential Learning • NACM High-Impact Career Mobility Practices 1: Understanding Career Opportunities • NACM High-Impact Career Mobility Practices 2: Creating a Career Plan • NACM High-Impact Career Mobility Practices 3: Networking with Employers • NACM High-Impact Career Mobility Practices 4: Career-related Internships or Work • NACM High-Impact Career Mobility Practices 5: Helpful Career Advice • NACM High-Impact Career Mobility Practices 6: Learning Critical Thinking
Assessment	• Career Coaching Appointments • Career Education Workshops/Classes Attendance • On-Campus Interviews • Career and Graduate School Info Fairs Attendance • Student-Employer Career Development Connections Participation • Experiential Learning Programs Participation • Handshake Activity: Logins, Profiles with a Resume, Applications • Heels Engage Activity: Logins, Connections, Job Postings/Applications, Groups/Programs • Student Survey Satisfaction Ratings • Employment Outcomes: First Destination Survey; JLD Annual Survey; Internship Report